

Change Management

More than meets the
eye.....



What is Change Management ?

A process that enables an enterprise to modify, enhance or add to any part of its information technology and communications environments.

Two Types of Change Management

- **Project Change Management:** A process which creates changes that includes initiation, planning, design, development, testing and change implementation. Is a required precursor to Operational Change Management.
- **Operational Change Management:** a process which supports changes to any part of an enterprise's IT systems; also called change control or change integration this process coordinates and schedules requested changes.

Who is impacted by Change Management ?

Those who:

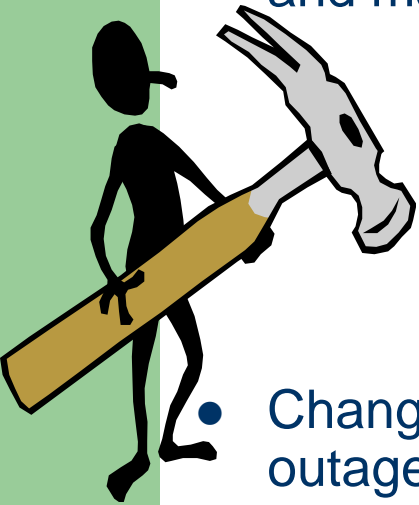
- Use a system
- Benefit from a system
- Request Changes to a System
- Develop Changes to a System
- Maintain Systems
- Implement Changes to a System
- Fund Systems

EVERYONE !!!!



How are you impacted ?

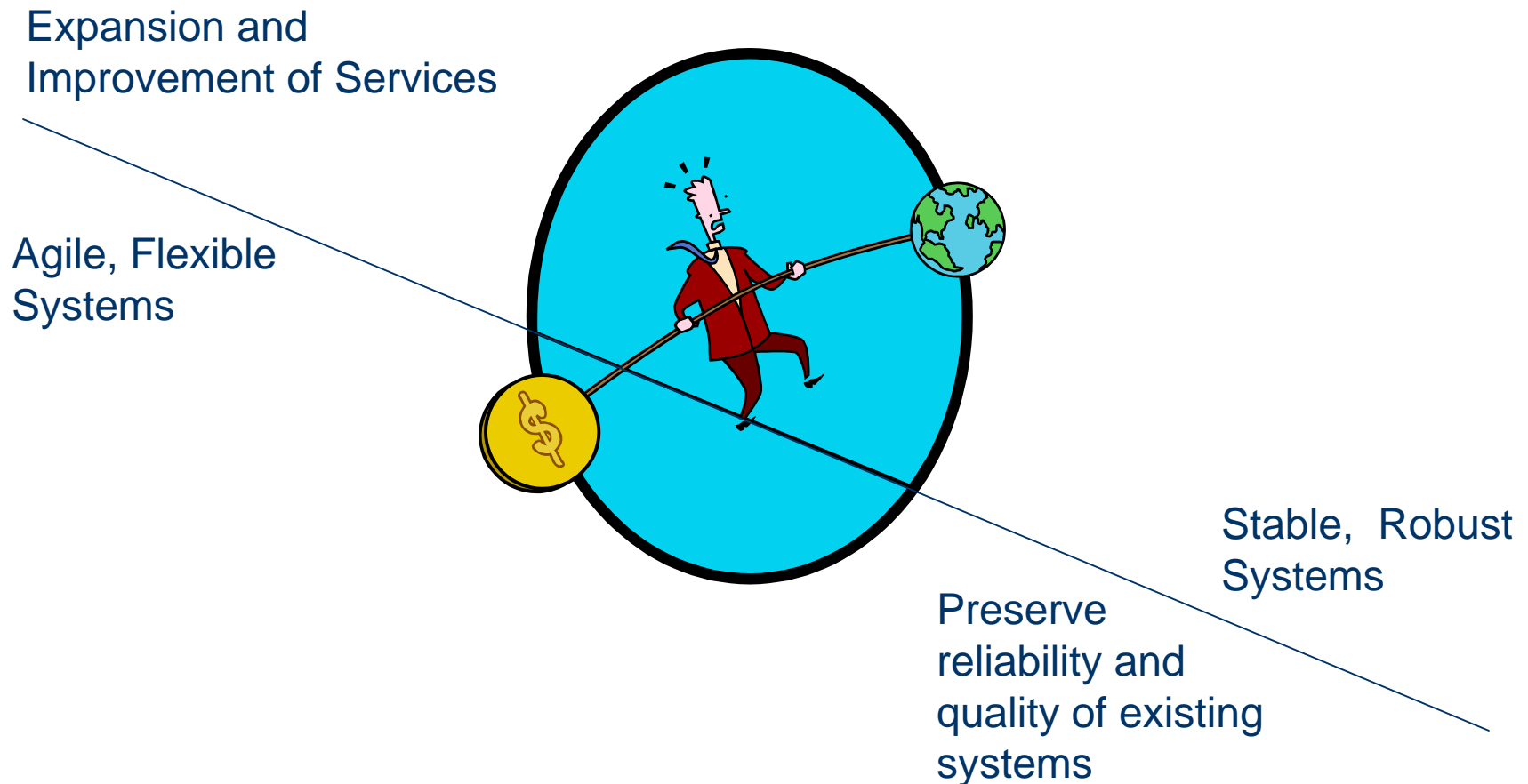
- Changes are essential they solve problems, allow us to grow and make things better in the long run.



BUT

- Changes cause problems..... 99.5 % of all unplanned outages are caused by change.
- On any given day there are literally hundreds of unmanaged changes.

The Change Management Balancing Act:

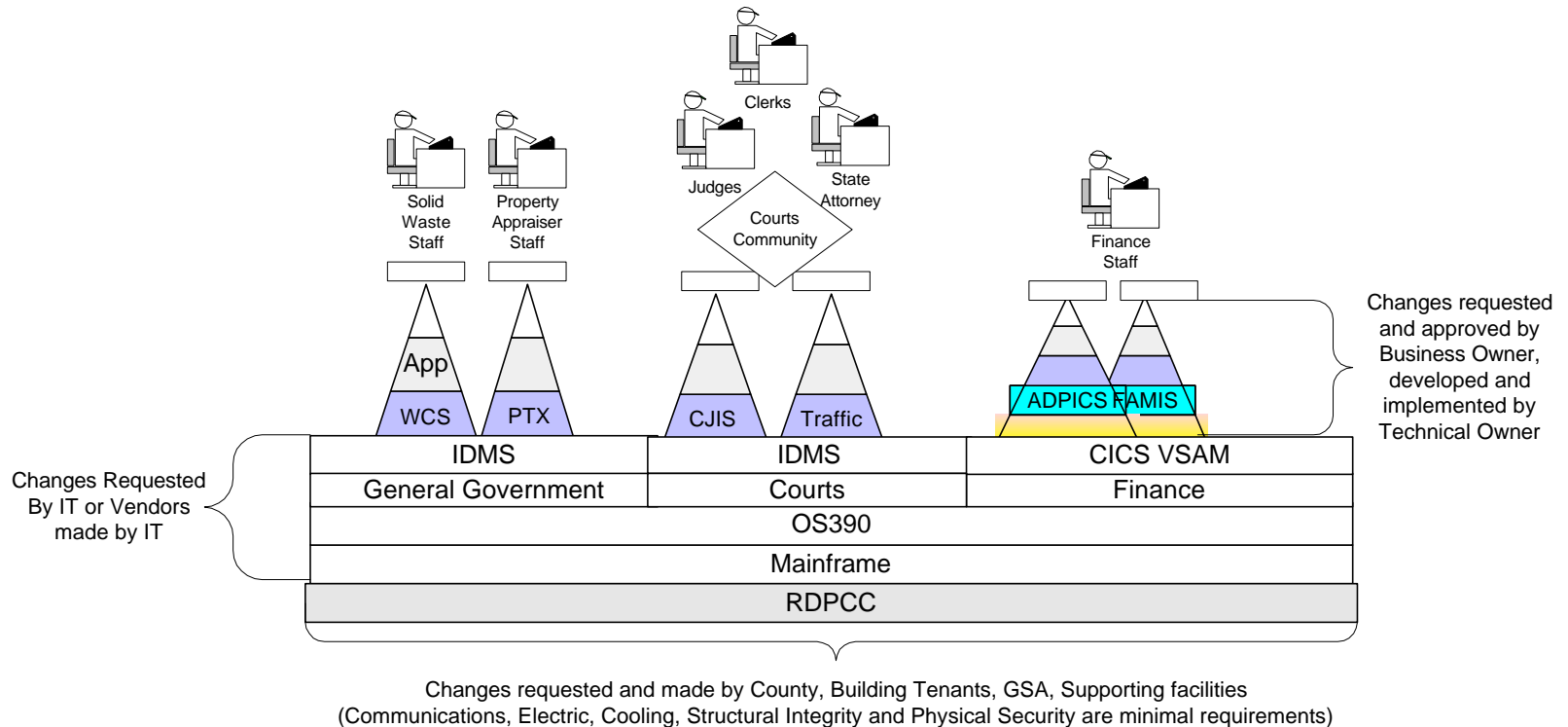


Change Management: not an IT Issue ?

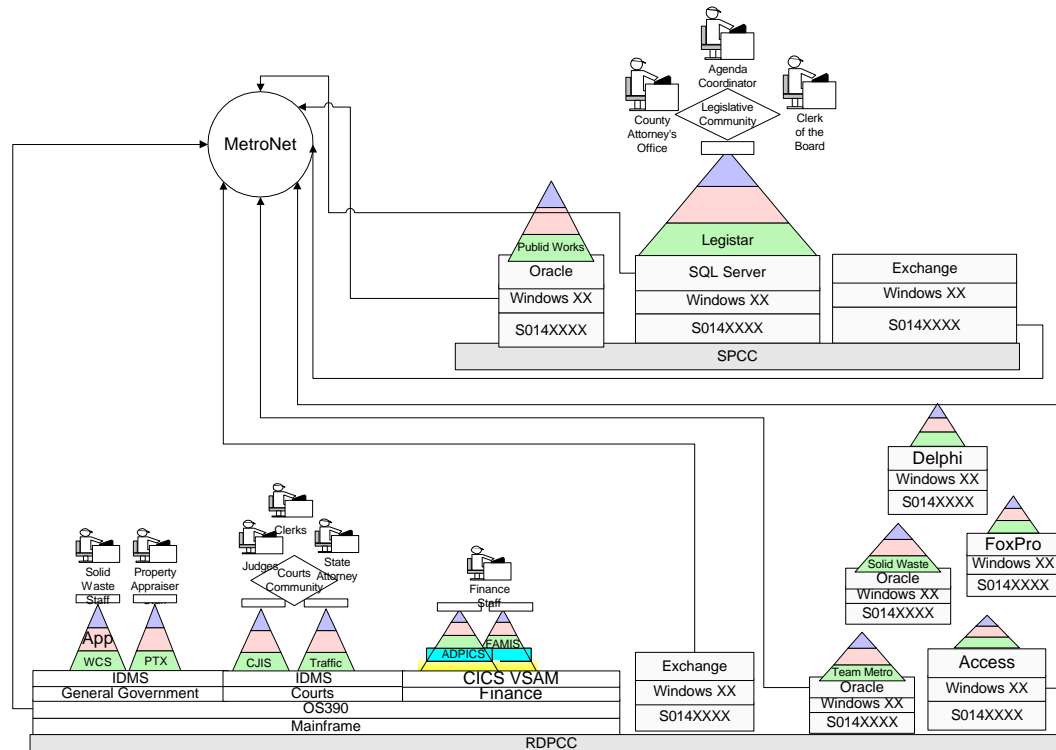
- Business demands more technology and expects it to be delivered faster, be more flexible and more responsive to ever changing business environments.
- Technology vendors require that versions and patches are installed and kept current at a dizzying pace.
- Changes must be supported by IT to provide for the needs of business.



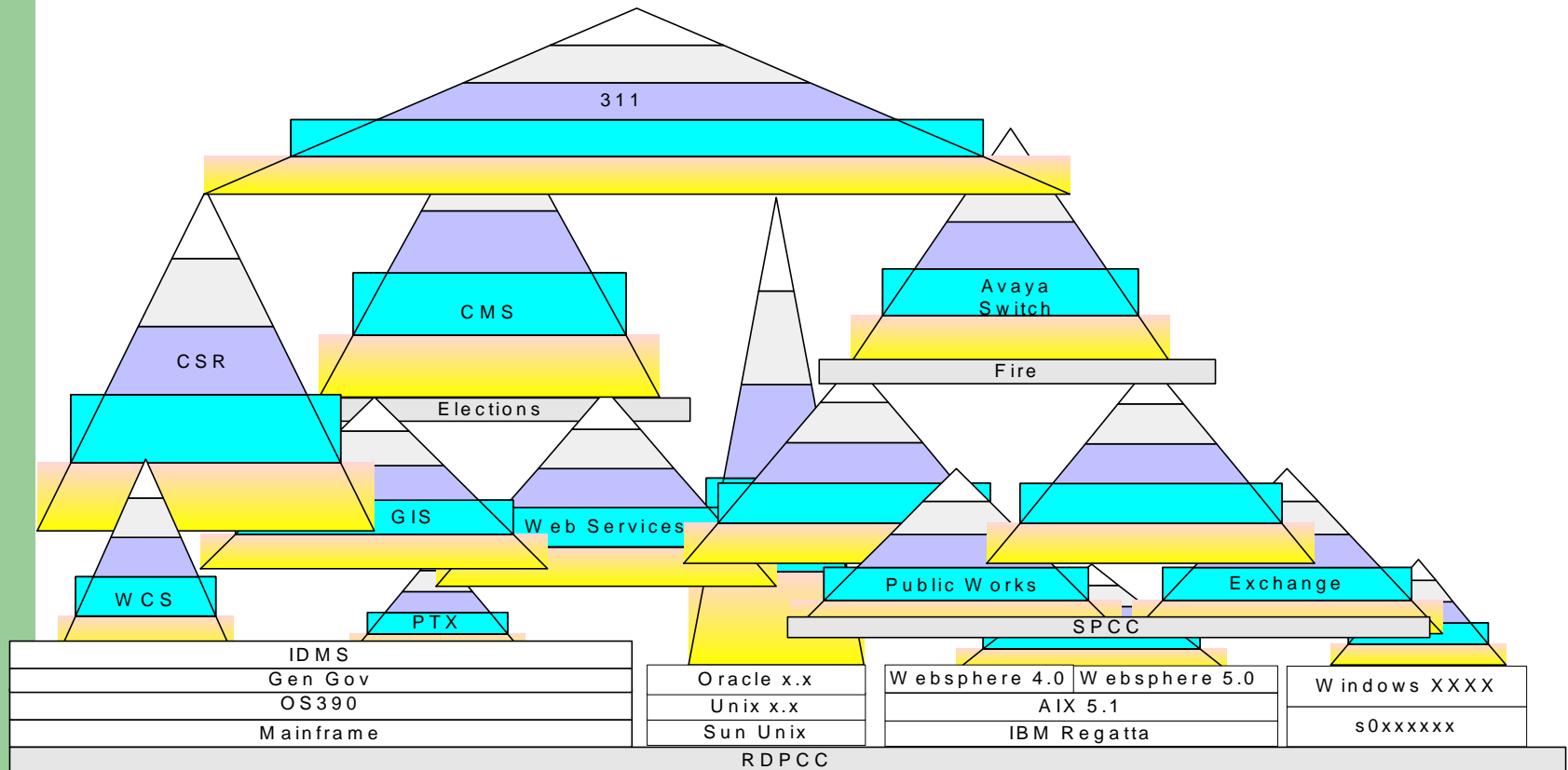
Mainframe Change Management



Change Management in the Distributed Environment



Service Based Change Management Dilemma



What is the Managed System List and how does it assist Change Management ?

- It shows what is managed.
- Who is impacted by changes at various levels.
- Who can make changes
- Who can request changes
- Who can approve changes

How will 311 handle Change ?

We must decide:

- Who can request change ?
- Who can authorize change ?
- Who pays for the change ?
- How are changes assessed for impact ?
- Who prioritizes changes ?
- Who can make a change ?
- How do we avoid negative impacts from changes made in other systems ?

Project Change Management Roles and Responsibilities

County-wide Governance Council:

Determines priorities with the county, hears and settles disputes between departments or enterprise initiatives, provides funding and resource allocation. Is the final arbiter of disputes.

Membership includes all Assistant County Managers, the CIO and the Budget Director

Executive Steering Committee

Determines priorities within participating departments, hears and settles disputes between departments or enterprise initiatives, provides funding and resource allocation

Membership includes: Departmental Executives representing Participating Departments, Budget Analyst and the Chair of the Advisory or Working Group
Typically Chaired By: The Assistant County Manager of the Sponsoring Program area or the Sponsoring Department Director

Advisory Council / Working Group

Discuss and resolve operational and procedural issues with the system, and its usage, makes process improvements necessary for smooth operations. Reviews and prioritizes system change requests, contributes to impact analysis and change assessments as required, approves funded change requests.

Membership includes: Managers or high level users of the system represent empowered to make process and change decisions within the programs budgetary parameters; Change Manager

Change Manager

Evaluates approved requests for change; assigns requests to the Change Developer for assessment or Change Implementer for implementation; purposes and keeps all apprised of implementation dates; coordinates business assessments appropriate parties; reviews and approves Change Management Forms and ensures approvals before proceeding; manages development cycle as required; Manages communications as required; coordinates acceptance testing of the change and verifies and follows up post-implementation success or problems with the Advisory Group and Change Coordinator; confirms closure of appropriate request(s) through the Help Desk.

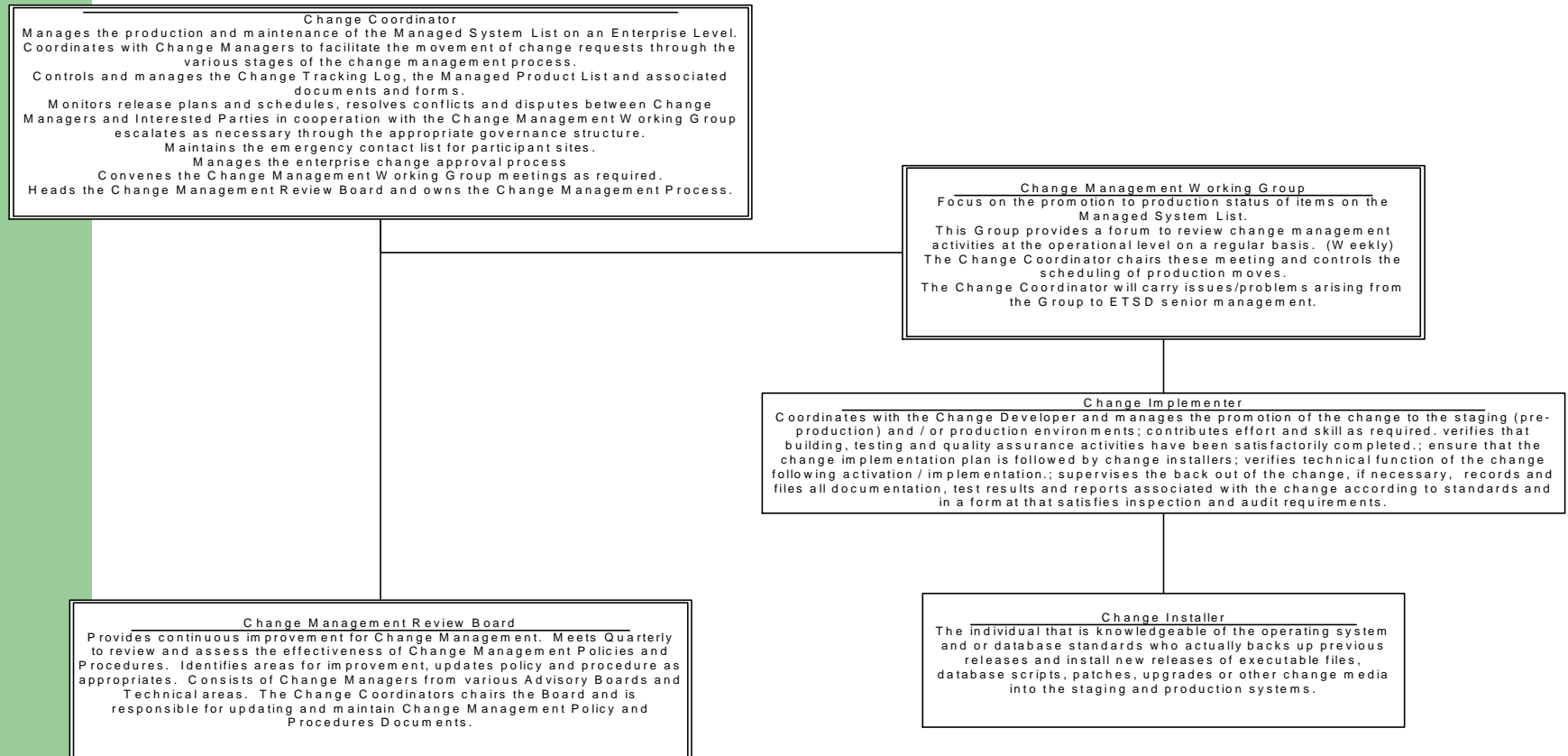
Change Implementer

Manages the promotion of the change to the staging (pre-production) and / or production environments; contributes effort and skill as required. verifies that building, testing and quality assurance activities have been satisfactorily completed.; verifies technical function of the change following activation / implementation.; supervises the back out of the change, if necessary, records and files all documentation, test results and reports associated with the change according to standards and in a format that satisfies inspection and audit requirements.

Change Developer

Assigned by the Change Manager to initiate the change assessment process and to manage the actual development and packaging of the change. The Change Developer must be an ETSD employee, participating Departmental IT employee or a contacted technician.

Operational Change Management Roles and Responsibilities



Where do we go from here ?

- Establish an Enterprise Change Management Policy.
- Identify all areas impacted on a Managed System List for each Enterprise system.
- Each Community of Interest or Enterprise System charters a Working Group or Advisory Board to review, prioritize and authorize changes for this system. The Board should be made up of line of business representatives from participating agencies. IT and Budget representatives should serve as advisors to the Board but not as voting members.
- Miami-Dade County charters a Governance Board to act as an arbitrator between participating agencies on a single Board or between Boards with conflicting issues.
- An Enterprise Change Coordinator be appointed to ensure approvals are provided, conflicting requests are analyzed and managed and that communication is provided to all impacted parties.
- Necessary policies, processes and procedures be established for both standard and emergency changes.
- All change requests are submitted for review, approval and scheduling.
- Enterprise Change Management policies, procedures and processes are routinely reviewed and updated to provide continuous improvement over time.
- Partner with EAMS to address this issue as an Enterprise Issue.

What's in it for me ?

- Reduction of unplanned downtime by > 25%
- Reduction of planned downtime
- Improved Quality of service
- Repeatable processes enable faster, more agile response to change requests.
- Increased communication between business and IT
- Reduces number of change requests, ill-effects of change and technical support calls.
- Improves satisfaction
- It provides a map of the numerous components that make up 311 / Answer Center.
- It provides a technical picture of 311.
- It facilitates impact analysis for change request.
- It reduces the risk created by changes.



How do we implement Change Management ?

- Funding is required
- Staff will be required to support the process defined.
- Tools purchased to automate the process that include:
 - Scheduling
 - Change Tracking facilitating Approvals and Notifications
 - Integration of Change and Problem Reporting
 - Provides metrics and performance information

